



**STATE OF CALIFORNIA
OFFICE OF THE ADJUTANT GENERAL
STATE MILITARY RESERVE
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CASR

7 January 2006

MEMORANDUM FOR The Soldiers and Airmen of the State Military Reserve

SUBJECT: My Vision For The State Military Reserve

We are serving during challenging times, and our State Defense Force is answering the call to duty. Not since the end of the Korean War has the California State Military Reserve (CA SMR), been more engaged in real world operations in support of the Global War on Terrorism and in response to natural disasters. From September to November 2005 the California National Guard deployed over 1800 personnel to Louisiana and Mississippi in response to hurricanes Katrina and Rita. In support of this mission, the CA SMR activated 77 of our Soldiers and Airmen for 498 days of state active duty.

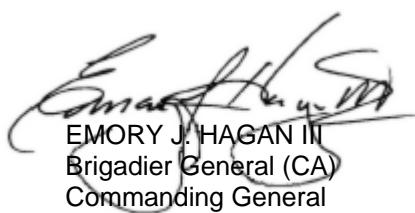
We have truly shifted from being a "Strategic Reserve" to becoming an "Operational Force," one with ongoing day-to-day support missions assisting the California National Guard in its Homeland Defense, Homeland Security, deployments overseas, and response to natural disasters in California missions.

As we become more "operational," we must also transform to meet the needs of the California National Guard as it reorganizes and resets. This will require new ways of thinking, innovative solutions, and no "status quo." As we transform our structure, new missions will evolve, but we must also continue to carry out our current missions.

General Charles Krulak, the 32nd Commandant of the Marine Corps, said the Corps has only two missions: "win battles" and "make Marines." I believe the missions for the CA SMR must be just this simple: "support the California National Guard" and "make CA SMR Soldiers and Airmen." To recruit, train, and retain the highest quality men and women of diverse backgrounds is our biggest challenge and our highest priority. Performing this task will accomplish our greater mission to be a "Force Multiplier."

I am honored and privileged to serve with such a professional team of Soldiers and Airmen that make up the California State Military Reserve. I look forward to being your Commander during this time of change.

KEEP CHARGING!



EMORY J. HAGAN III
Brigadier General (CA)
Commanding General



MISSION

The California State Military Reserve has two missions:

1. Support the California National Guard in its Homeland Defense, Homeland Security, and response to natural disasters missions.
2. Build State Military Reserve personnel.

EXECUTION

1. We must recruit the highest quality men and women, train them to the highest professional standards in critical military skills, and then retain them in the State Military Reserve.
 - a. Recruit young men and women from diverse backgrounds who have no prior military service and who want to serve their country and state.
 - b. Recruit prior service men and women who want to serve again.
 - c. Recruit retired officers and enlisted NCOs who want to continue to serve.
 - d. Recruit professionals in critical skills: doctors, dentists, nurses, lawyers, etc.
2. Supporting the California National Guard in its Homeland Defense and Homeland Security missions in the Global War on Terrorism means supporting the Army Division, the Air Division, and the Joint Staff.
 - a. We need to continue to perform our ongoing missions to support mobilizations and demobilizations of the Army National Guard units.
 - b. We need to prepare to transform ourselves organizationally and culturally into a Joint Force of Army, Air, and Naval Components to support not only the Army Division, but the Air Division and the Joint Staff in specialized skills, Liaison Officers, Watch/Staff Officers in the Joint Operations Center, and in ways yet to be conceived.

VISION

1. To be the preeminent and most professional State Defense Force in the country in performance, conduct, standards, and appearance.
2. To be the standard that all State Defense Forces are measured against and to be the benchmark for the National Guard Bureau for State Defense Forces.
3. To be a Joint Operational Force providing the highest quality of professional support to the Army Division, the Air Division, and the Joint Staff.
4. To be a "Force Multiplier" for the California Military Department, the Adjutant General, and the Governor of California.
5. To be solution oriented. Status Quo is not an option.

GOALS

1. Double our strength within 2 years and significantly increase our recruitment of women and minorities.
2. Continue the transformation of the State Military Reserve organizationally and culturally from a "Strategic Reserve" to a "Joint Operational Force."
3. Continue the outstanding support we are providing in our current missions.
4. Increase our support to the Army Division, Air Division, and the Joint Staff in their missions in direct support of the Global War on Terrorism and its response to natural disasters.
5. Be prepared to evolve operationally, structurally, culturally and to develop new and different client-driven missions as the California Army National Guard reorganizes into nine brigade-centric units.